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Winter 2002



"Acquisition Initiatives Transitioning From Reform to Excellence"

AT&L is comprised of many organizations working together to achieve Under Secretary "Pete" Aldridge's vision of Acquisition Excellence. The Acquisition Initiatives (AI) Office, formerly the Acquisition Reform Office, continues to be a catalyst for initiatives designed to streamline and improve the acquisition, technology and logistics processes while focusing on accelerating implementation of earlier initiatives. AI coordinates the development of initiatives that directly support Mr. Aldridge's goals using a proven formula—partnering with the AT&L staff, the Services, Defense agencies, and industry—to identify best practices, institutionalizing them through communication and training.

A key AI focus is outreach and communications—providing the DoD AT&L workforce awareness, knowledge and training to enhance their skills and speed policy implementation. AI has recently developed user-friendly guides in plain language on a variety of topics including: Commercial Item Determination Handbook; Intellectual Property; Commercial Item Acquisition: Considerations and Lessons Learned; Past Performance Information; Guide to Performance-Based Payments; Performance-Based Services Acquisition;

Guide to Incentive Strategies for Defense Acquisition; Other Transactions Guide for Prototype Projects; and the Commercial Operations and Support Savings Initiative (COSSI) Handbook. These guides can be found on the Defense Acquisition University Web site (<http://www.dau.mil>), where you will also find online courses and continuous learning modules. AI has plans to convert several other guides into online courses that will be available to both Government and industry users.

Additional guides are being developed in partnership with subject matter experts and industry. Such partnerships not only allow AI to integrate policy along functional lines, but also ensure the guides address implementation challenges. The guides enable better understanding of new policy and provide our workforce with the knowledge they need to do their jobs and accelerate implementation.

AI needs your support because your ideas are the foundation for policies and processes that better serve every member of our community. To contact us, go to <http://www.acq.osd.mil/ar/resources.htm> and at the bottom of that page send messages by clicking [Email Webspinner](#). —AI—

DAU/Florida Tech Graduate Programs

DAU and Florida Tech established eleven cooperative graduate certificate programs leading to a graduate certificate in the following areas: Business Management; Contract Management; eBusiness; Human Resources Management; Information Systems Management; Logistics; Materiel Acquisition Management; Program Management; Quality Management; Systems Management; and Transportation Management.

These cooperative programs will use education, training, and experience of the members of the Department of Defense Acquisition, Technology, and Logistics (DoD AT&L) workforce received in pursuit of certification in at least one of the acquisition career fields in conjunction with graduate courses offered by Florida Tech.

The graduate certificate programs are available to any member of the DoD AT&L workforce who holds a bachelor's degree from a regionally accredited university and has at least Level I Certification in at least one acquisition career field.

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Defense Travel System: One-Stop Shop for Travel Needs

DoD is set to go paperfree with the Defense Travel System (DTS). With DTS, travelers can arrange temporary duty (TDY) travel from their desktops. All travel information will be entered into a computer form and submitted to a designated project supervisor or Authorizing Official (AO). AOs will ensure that the trip supports Government business and sufficient monies are available. The AO approves travel through electronic signature. Following a trip, the DTS will help the traveler build his/her voucher based on pre- and post-trip information and allow for online travel voucher submission. The traveler can even elect to have his/her credit card bill paid directly.

The DTS combines convenience with trust in DoD employees. Pilot DTS sites have shown that this trust works, while saving reimbursement and processing time and associated costs.

DTS will first be fielded to ten pilot sites in FY 2002, then to approximately 250 primary "high volume" sites in FY 2003. Remaining sites will be fielded thereafter. Until full DTS is fielded, a DTS Limited version is available for immediate use by interested DoD organizations.

A July 2001 memorandum from Under Secretary of Defense (Comptroller) Dov Zakheim and Under Secretary of Defense for Acquisition, Technology and Logistics (USD (AT&L)) E.C. "Pete" Aldridge makes DTS the single standard system for TDY requirements once it is fully operational. To give Components an incentive for early deployment, any savings generated by DTS will be applied to other organizational priorities. The United States Transportation Command ultimately will have responsibility for DTS, with continued policy oversight from the Comptroller and USD (AT&L).

For a demo of DTS, go to <http://www.defensetravel.com>. Then, click on "About DTS," followed by a click on "Defense Travel System Demo in Action." To view the demo, you must have Authorware Web Player, which can be downloaded from <http://www.macromedia.com/software/authorware/download/>.

For more information about DTS, go to <http://www.dtic.mil/travelink/whatisdts.html> or <http://www.acq.osd.mil/log/tp/>.

—AI—

How to Reach AI Today

Do you have an acquisition success story? Please send comments, letters, articles, ideas for articles, photos, and notices of upcoming events to:

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Members of the DoD AT&L Workforce...

In the near future, *AI Today* will be available to the DoD AT&L workforce only by electronic media. We are compiling your e-mail addresses to send future notices of when *AI Today* will be posted to the Acquisition Initiatives website. You do not have to send us your e-mail address at this time.

Members of Federal Government or Defense industry (Non DoD AT&L Workforce)

If you are a Federal employee (non-DoD) or a Defense contractor, you also qualify to receive notice of when *AI Today* is posted. Please register your name, address, company or agency, and your e-mail address at the following website: aitoday.dau.mil. We will add you to our data base to receive notice of when future issues of *AI Today* are posted.

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DAU Seeks Accreditation

Defense Acquisition University (DAU), one of DoD's largest educational organizations, prides itself on providing the acquisition, technology and logistics community with the right learning products and services to make smart business decisions. To enhance its commitment to world-class training and continuing education, DAU President Frank Anderson submitted an application for accreditation on April 9, 2001 with the Council on Occupational Education (COE), 41 Perimeter Center East, Suite 640, Atlanta, GA 30346.

Accreditation is a status granted to an educational institution that has been found to meet or exceed stated criteria of educational quality. The COE is among several national institutional accrediting agencies recognized by the Department of Education. DAU accreditation has two fundamental purposes: to assure the quality of the institution, and to assist in further improvement.

Accreditation is a collegial process of self-review and peer-review for improvement of academic quality and public accountability. In this "self-study," DAU is required to evaluate itself against a set of 10 standards. The process began with a letter of intent sent on September 19, 2000, and will end in February 2002 when the COE Commission will convene to review and grant accreditation based on the DAU self-study.

The driving force behind DAU's accreditation application comes from the 1997 report, "Defense Reform Initiative (DRI)," by former Secretary of Defense William Cohen. The DRI reported that "only one-fifth of [DoD] sponsored educational institutions are accredited by a recognized academic accreditation association, and only five of 37 educational and professional development programs have at least some courses certified for college credit...A world-class organization must aspire to world-class educational standards." As a result of these findings, then-Secretary Cohen directed the following action: "the [DoD] Chancellor [for Education and Professional Development] will be

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AI Today Writer's Guidelines

AI Today is a bi-monthly, printed newsletter published by the Director, Acquisition Initiatives. It is designed to provide the Department of Defense Acquisition, Technology and Logistics workforce with a "heads-up" on important initiatives, events and activities.

Comments, letters, articles, ideas for articles, photos, notices of upcoming events, etc. are always welcomed to share with our colleagues. The following guidelines will assist with processing articles proposed for publishing in *AI Today*.

Subject Matter: Subjects may relate to professional development of the Department of Defense Acquisition, Technology and Logistics (DoD AT&L) workforce, including policy, learning technology, initiatives, case studies, lessons learned, and best practices. Acronyms used in manuscripts, photos, illustrations, and captions must be kept to a minimum and must be defined on first reference.

Length of Articles: Articles should range from one half to no more than one page long. Avoid using layout formats, footnotes, endnotes, or acknowledgment lists of individuals.

Photos and Illustrations: A maximum of one photo, illustration, or combination of both may accompany each article in a separate file from the manuscript. Photos should be high resolution of at least 300 dpi.

Biographical Sketch: Include a short biographical sketch of the author/s that includes education, DAWIA Certification level, and current position.

Clearance: All articles must be cleared by the author's security/OPSEC office and public affairs office prior to submission. A cover message accompanying the article must state that these clearances have been obtained and that the article has command approval for open publication.

Submission Dates:

Issue	Author's Deadline
Winter	01 November
Spring	15 February
Summer	15 May
Fall	15 August

Submit manuscripts in (MS Word) via e-mail to carol.preston@osd.mil. All submissions must include the author's mailing address and phone number.

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New Metric Supports USD(AT&L)'s Goal #1

On January 19, 2002, Mr "Pete" Aldridge signed out a memo on the subject of "Cost-as-an-Independent Variable (CAIV) and Spiral Development Implementation Plans" to each of the Service Acquisition Executives. The purpose of the memo was to advise them he had established a set of metrics in support of his goals, some of which would be reported to the Secretary of Defense. In support of his first goal, "Achieve credibility and effectiveness in the acquisition and logistics support process," he approved a metric to require, by the end of FY02, 100 percent of defense programs to incorporate a CAIV plan and to have an evolutionary acquisition (EA) or spiral development implementation plan in place.

The two plans will be a discrete part of each ACAT I program acquisition strategy and will be executed throughout the acquisition cycle and updated as necessary. In the memo, he acknowledged that there would be rare exceptions in which EA would not be the best strategy. In those cases, explaining why, and stating what alternative steps are being taken to reduce cycle time would be necessary.

In his memo, he also mentioned that the Reduction in Total Ownership Cost (RTOC) working group, led by Dr. Spiros Pallas (PD, S&TS), will develop optional-use DoD templates

as guidelines for the two plans by the end of March 2002. He emphasized that Program Managers should immediately begin work on individual plans rather than wait for the optional templates, and for them to report progress on March 1 and June 3, 2002, and submit the finished products to him by September 2002. Questions on the policy, which will be included in the next DoD 5000 update cycle, can be asked of Dr. Pallas, who can be reached at (703) 695-7417.

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2001 PEO/SYSCOM Commanders' Conference

Spotlights Affordability

"Affordability — The Road Ahead," was the focus of senior DoD acquisition, technology and logistics policymakers and Defense Industry managers as they convened for the 2001 Program Executive Officer/Systems Command (PEO/SYSCOM) Commanders' Conference. The three-day event, held at Ft. Belvoir, VA, is the eleventh in a series and was sponsored by Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L) E.C. "Pete" Aldridge. Approximately 400 technology and logistics and Industry attendees interacted directly with senior DoD officials through a number of tutorials, panels, and exhibits.

Army Col. (P) James Moran, Commandant, Defense Acquisition University (DAU), kicked-off the conference by reminding conference attendees that DAU is "your corporate university." Ms. Donna Richbourg, Director, Acquisition Initiatives, said that the PEO/SYSCOM Commanders' Conference is the "only forum for AT&L to share goals, concerns, ideas and priorities across DoD and receive direct feedback on those priorities." Under Secretary Aldridge, in his keynote address, said that since his last speech to the DoD-wide AT&L workforce on September 10, 2001, "so much has changed, and we better change with it. We are going to re-evaluate our thinking, our way of business." In his address, Mr. Aldridge reiterated his five goals for acquisition, technology and logistics:

1. Achieve credibility and effectiveness in the acquisition and logistics support process.
2. Revitalize the quality and morale of the acquisition, technology and logistics workforce.
3. Improve the health of the defense industrial base.
4. Rationalize weapons systems and infrastructure with new defense strategy.
5. Initiate high leverage technologies to create the weapons systems and strategies of the future.

He also said that these goals are more important than ever, due to the current war on terrorism. Mr. Aldridge also said that his office is currently working on producing a series of metrics to measure progress on his five goals.

Following his keynote address, Mr. Aldridge moderated a panel of Industry CEOs in a discussion centered on the uncertain effects that war and a possible economic recession will have, and discussed acquisition initiatives, export control, intellectual property, and progress payments. The panel members offered their opinions on the

progress of DoD acquisition initiatives, and expressed support for multiyear procurements, greater foreign military sales, increased interoperability and contractor cost-sharing.

Honorable Robert Walker, Chairman of the President's Commission on the Future of the Aerospace Industry, gave a luncheon address describing a new Presidential commission that will report to Congress on the aerospace industry. The commission will examine how the aerospace industry's acquisition processes relate to the global economy and national security and make recommendations accordingly.

The second panel included a cross section of service program executive officers and was moderated by Lt. Gen. Thomas Ferguson, USAF (Retired). The panel members expressed their views on the most positive aspects of various acquisition initiatives and how they have impacted their level of operations. They also discussed other potential areas that should be considered for future action.

The third panel included the service materiel/systems command commanders and was moderated by Gen. Larry Welch, USAF (Retired), President and CEO, Institute for Defense Analyses. This panel provided a top-level perspective on acquisition initiatives from the field. This implementation view of the results of past and current acquisition initiatives helps frame future strategies. Army Lt. Gen. Roy Beauchamp, Deputy Commanding General, Army Material Command, said that the key to affordability is integration. "Integration at a national level reduces cost," he said, and "integration in the field increases costs."

The fourth panel, "Wall Street," was part of the conference evening event and consisted of senior Defense Industry investment analysts and was moderated by Honorable John Douglass, President and CEO, Aerospace Industries Association of America. This panel discussed the DoD impact on Wall Street customers, and the multiple challenges in trying to satisfy both its immediate Service customers and industry shareholders. What does Wall Street want? The panel members agreed that Wall Street seeks stable earning growth in the critical defense industrial sector. Mr. Pierre Chao, Managing Director, Credit Suisse First Boston, said that "Wall Street is a beast—it flows to the highest returns." Mr. Chao also said that he and others on Wall Street are pleased that all of the new DoD leadership has extensive business backgrounds in their resumes.

In an effort to provide overviews of AT&L and the Services' goals, challenges, strategies and initiatives to reduce costs and thus increase affordability, the second conference day line-up of speakers included:

- Honorable Michael Wynne, Principal Deputy Under Secretary of Defense (Acquisition, Technology and Logistics)
- Honorable John Young, Assistant Secretary of the Navy (Research, Development and Acquisition)
- Dr. Ken Oscar, Assistant Secretary of the Army (Acquisition, Logistics and Technology)
- Mr. Harry Schulte, Acquisition Executive and Senior Procurement Executive, Special Operations Command
- Mr. Blaise Durante, Deputy Assistant Secretary of the Air Force (Management Policy and Program Integration)

These five speakers stressed that affordability is a key driver in acquisition excellence and modernization initiatives. The executives discussed the challenges to accelerating the pace of modernization for all Services, how AT&L will lead the efforts, and the various initiatives undertaken throughout the Services to lower costs and reduce acquisition cycle time.

Education and training tutorials were conducted for conference attendees on a wide variety of subjects affecting affordability, including:

- Information Assurance—Implementation Lessons Learned
- Electronic Business/Electronic Commerce (EB/EC)
- Defense Microelectronics Activity
- Implementation of Reduction in Total Ownership Cost (R-TOC) by Pilot Programs and the Defense Logistics Agency (DLA)
- Building Implementation Strategies for Evolutionary Acquisition
- Capability Maturity Model Integration
- Requirements Generation System
- Acquisition Community Integrated Digital Environment
- Warfighter Rapid Acquisition Process (WRAP)
- Online Support for the Program Office—Demo of Program Management Community of Practice and other DoD Online Support Tools

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New Guide helps DoD Navigate the Murky Waters of Intellectual Property

The Department of Defense is currently challenged with leveraging technologies developed by commercial Industry research and development (R&D) into weapon systems. A key aspect of this challenge involves protecting the intellectual property rights of the commercial companies with which DoD seeks to do business. Released on Oct. 15, 2001, the new guide, "Intellectual Property: Navigating Through Commercial Waters," serves to educate the Acquisition, Technology and Logistics Workforce (AT&LWF) on how to better use the inherent regulatory flexibility in intellectual property rights negotiation. The guide provides an overview of the intellectual property laws and regulations affecting DoD's acquisition process of software, patents, copyrights, trade secrets, trademarks, and technical data.

During the Cold War, DoD research programs often led Industry efforts in technology development. However, Defense R&D spending continued to shrink, and the technology leadership role shifted to the private sector. Private spending on R&D has outstripped DoD's for decades, and that gap is widening. At the same time that DoD is no longer driving technology innovation, "many firms that are leaders in developing cutting-edge technologies are currently unwilling to do business with DoD," said Ms. Deidre Lee, Director, Defense Procurement, in the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)). Speaking before the U.S. House Subcommittee on Technology and Procurement Policy on July 17, 2001, Ms. Lee said, "DoD needs the best technological solutions and is adversely affected when these firms will not do business with DoD."

In simple terms, the basic conflict that has created this reluctance is that Industry wants to protect its most valuable commodity, intellectual property. Government, on the other hand, has traditionally demanded delivery of all intellectual property associated with an acquisition, whether needed or not, to enhance future competition. Many in Industry also believe that Government requires too much data and demands excessive rights; that Government does not properly protect industry's data from competitors; and regulations are far too complex, difficult to understand, and do not reflect business realities.

In an effort to encourage more commercial companies to make their technology available for defense purposes, DoD has taken several actions in recent years. On September 5, 2000, the

USD(AT&L) signed a policy letter announcing a shift in focus for negotiating intellectual property contract terms with commercial firms that ordinarily do not consider doing business with DoD. The memo also directs the development of a laymen's intellectual property guide and training courses for the AT&L workforce. A subsequent memo from the USD(AT&L) released on January 5, 2001, placed new emphasis on:

- Using specifically negotiated license rights
- Exercising flexibility when negotiating patent rights
- Using performance-based acquisition strategies that may obviate the need for data and/or rights
- Acquiring only data and/or rights to data truly needed for a given acquisition.

As directed, the "Intellectual Property: Navigating Through Commercial Waters," and its subtitle, "Issues and Solutions When Negotiating Intellectual Property With Commercial Companies (Version 1.1)," explains the flexibility available in the current intellectual property rules that may be used. The guide's "core principles" are:

1. Integrate intellectual property considerations fully into acquisition strategies for advanced technologies in order to protect core DoD interests.
2. Respect and protect privately developed intellectual property because it is a valuable form of intangible property that is critical to the financial strength of a business.
3. Resolve issues prior to award by clearly identifying and distinguishing the intellectual property *deliverables* from the *license rights* in those deliverables.
4. Negotiate specialized intellectual property provisions whenever the customary deliverables or standard license rights do not adequately balance the interests of the contractor and the government.
5. Seek flexible and creative solutions to intellectual property issues, focusing on acquiring only those deliverables and license rights necessary to accomplish the acquisition strategy.

The guide is intended to provide straightforward discussions of information that all acquisition professionals need to understand and that contracting officers need in order to negotiate intellectual property agreements. The guide provides particular potential issues, presents the concerns of both the contractor and the Government, and offers possible solutions. It emphasizes the need

to balance the needs of both Government and Industry, resulting in a win-win solution. The guide's four chapters provide:

- A description of the fundamental principles and concepts of negotiating intellectual property rights (chapter 1)
- A foundational framework of the key aspects of intellectual property and how it is treated in government contracting (chapter 2)
- A description of the various planning activities, especially market research, that may reduce intellectual property-related problems later in the acquisition process (chapter 3)
- A description of the major intellectual property issues that keep some companies from responding to government solicitations, as well as possible solutions to attract their involvement (chapter 4).

In addition to this guide, DoD has identified the need to update current AT&LWF training curriculum to address intellectual property rights. To view the "Intellectual Property: Navigating Through Commercial Waters" guide, go to <http://www.acq.osd.mil/ar/doc/intelprop.pdf>.

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2001 PEO/SYSCOM Conference

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- Contractor Cost Sharing
- Contractor Performance Assessment Reporting System (CPARS)/Informal Performance Assessment Reporting System (IPARS)/Earned Value Management (EVM) Reporting Consistency
- Application of Earned Value Management — A Defense Contract Management Agency (DCMA) Perspective.

Conference attendees left this successful PEO/SYSCOM Commanders' Conference with a renewed awareness on the individual responsibility that each of us holds in the ongoing drive for more affordable DoD systems.

For more information from the eleventh PEO/SYSCOM Commanders' Conference, go to <http://www.acq.osd.mil/ar/peojump.htm>.

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Incentive Acquisition: A Guide to Successful Strategies

Incentives are used to get people to focus both on goals and what they can do to achieve them. The USD(AT&L) released a new guide called, "Incentive Strategies for Defense Acquisitions," to help disseminate a new contracting paradigm that will encourage acquisition officials to develop joint objectives with contractors and effectively provide incentives to both parties to create "win/win" business arrangements.

An experienced team from DoD, the Services, academia, and the Defense industry produced the guide. Incentives may be monetary or non-monetary, and can be based on price, cost, schedule and/or performance. Whatever form the incentive takes, it should encourage optimal performance.

The new incentives guide provides Industry and DoD acquisition, technology and logistics personnel with a practical framework to effectively structure contractual incentives to achieve overall best value as part of a successful business relationship.

It gives insight to basic methods and tools useful in conducting the business analysis that forms the foundation for sound incentive design. The guide can be applied throughout the Defense program lifecycle for both products and services.

The fundamental premise of the guidebook is the recognition that mutual commitment by both Industry and Government is required to create a cooperative atmosphere for information exchange. Information exchange feeds the joint development of the acquisition business case, through which both Government and Industry articulate their motivations, goals, barriers, and enablers. Once the relationship has been established and the business case clearly understood, incentives can be structured to motivate mutually desired behaviors and outcomes.

The guidebook is divided into five sections, each intended to provide the reader with a fundamental framework for structuring incentives.

"Incentive Strategies for Defense Acquisitions" answers these questions:

- Why are we concerned with contractual incentives?
- What elements contribute to an effective incentive strategy?
- How can we build and maintain an effective environment for a successful business relationship?
- How can we build the acquisition business case?
- How can we build an incentive strategy that maximizes value?

For a printable PDF copy of the guide, go to <http://www.acq.osd.mil/ar/doc/incentivesguide-0201.pdf>.

—AI—

Navy Acquisition Strategy Decision Guide

Through the use of the latest Navy Acquisition Strategy Decision Guide, program managers are able to select, review and/or revise an acquisition strategy that will be the "best fit" for his/her program. The Acquisition Strategy Decision Guide is structured around several important "key concepts," and guides the reader through an "Iterative Strategy Selection Process."

The Navy Acquisition Strategy Decision Guide assists program managers with integrating all of the various acquisition and business aspects of their programs. This includes all of the elements of program management, acquisition and contract management, business/financial management, and the multiple process changes evolving from the many DoD/DoN acquisition reform initiatives and practices. The program manager first selects

and develops the strategy at program initiation, and updates it whenever the system acquisition approach and program elements require further definition, correction, or modification.

The guide is applicable to all program managers, including both ongoing and new-start programs. Similarly, it is applicable across all types and phases of acquisition, with separate sections providing information of particular interest to those engaged in initial strategy selection, or for the review, validation, or update of existing strategies.

The guide's key concepts provide a rationale for starting the process and moving logically from general to specific in order to spell out a comprehensive acquisition strategy. Specifically:

- Acquisition strategies can be developed using systems engineering principles and techniques.

- Strategy elements provide a continuum from which to identify candidate core strategies.
- Candidate core strategies are identified by matching the need (desired ends) with the availability of the means to achieve it.
- All things being equal, some strategies are preferred, based on the greatest flexibility and risk avoidance possible.
- Individual core strategies must be further defined and detailed by incorporating supporting strategies.
- Individual core and supporting strategies must be integrated and balanced to optimize the overall acquisition strategy.

The Acquisition Strategy Decision Guide is available at www.ar.navy.mil/tools/asdg/index.html.

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UPCOMING EVENTS

Conference co-chairs, **Under Secretary of Defense for Acquisition, Technology and Logistics "Pete" Aldridge** and the **American Institute for Aeronautics and Astronautics (AIAA)**, present **Defense Excellence Symposium 2002**. The symposium will be held **February 19-20, 2002** at the Ronald Reagan International Trade Center in **Washington, DC**. To register and read the agenda, go to <http://www.aiaa.org/calendar> and scroll to the listing under "February 2002."

The **American Society of Naval Engineers (ASNE)** will hold its **ASNE Day 2002: The Future of U.S. Defense Industrial and Technology Base, April 29-30, 2002** at the Hyatt Regency Crystal City, **Arlington, VA**. For more information on the program and registration, go to <http://www.navalengineers.org>.

"Challenges in Military Transformation" is the theme of the **National Defense Industrial Association's (NDIA) Science and Engineering Technology Conference/DoD Tech Expo**. The event will be held **February 5-7, 2002** at the Charleston Area Convention Center, **North Charleston, SC**. Exhibitor and attendee information is available at <http://register.ndia.org/interview/register.ndia?> Go to the listings under "February 2002."



Program Assist Visits Help Overwhelmed Navy PMs

For many program managers, workload demands can often be overwhelming. In an effort to provide some relief, the Department of the Navy Acquisition Reform Office (ARO) established "Program Assist Visits (PAV)" to expedite direct acquisition assistance to program managers. PAV is an outreach strategy based on partnering with program teams on a non-attribution basis to implement key acquisition initiatives and provide assistance through subject matter experts (SMEs).

The PAV approach includes providing SMEs directly to the programs and having these experts participate as members of the program assist teams, when needed. These visits are either a one-time effort addressing particular acquisition issues, or periodic visits to work through issues or initiatives that require more time. In addition, the assistance is only provided when requested and comes with ARO's loyalty to the program managers/program. Other PAV benefits include an open sharing of solutions across the Navy—knowledge sharing and best practices; no-cost or shared-cost assistance to programs; reduction of barriers; and understanding of workforce issues and training needs.

The program assist teams are focused on specific problem areas to achieve results. The process flow approach is as follows:

1. Make introductory program manager visit
2. Identify assist opportunities
3. Develop topics/issues
4. Identify tools and SMEs
5. Provide recommendations to program managers
6. Finalize topics/issues and develops charter
7. Implement PAV
8. Establish feedback/follow-up/evaluate lessons learned.

The program was initiated in fiscal year 2000 and has successfully completed over 30 PAVs. Assistance is available in the following areas:

- Acquisition planning process
- Business and financial management
- Contracting (pre and post award)

- Information technology
- Integrated logistics
- Legal
- Legislative affairs
- Performance based acquisition
- Risk analysis
- Systems engineering
- Test and evaluation
- Team and process management.

With anticipated rising retirement rates among acquisition personnel, decreasing budgets and increasing operational demands, many Navy program managers want hands-on, personal assistance in learning how to use tools and implement new processes. The PAV initiative provides practical solutions across the Navy, further expands SME knowledge, and builds a network of professionals to help program managers/programs. To obtain an information sheet on PAV, go to <http://www.ar.navy.mil/infoalrt/infoalrt00.cfm#7>.

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Graduate Programs

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Depending on the career field, level of certification and choice of graduate certificate, the DoD AT&L workforce member will receive 0, 3, or 6 semester hours of general graduate level credit toward the specified graduate certificate. The remaining semester hours must be completed either on-line or at one of the nine Florida Tech Graduate Centers. A cumulative GPA of 3.0 must be obtained in order to be awarded the graduate certificate. Up to 12 semester hours of course work taken as part of a Graduate Certificate program may be transferred into an appropriate graduate degree at a later date.

Interested applicants can go to www.segs.fit.edu/dau to find the list of graduate centers and contact information as well as to find out the specific requirements for each graduate certificate.

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AI Online

The Requirements Generation System (RGS) is the process for generating and developing new materiel solutions or upgrades to existing systems initiated by DoD Agencies. Visit <http://friends.acq.osd.mil/reqgen/> (.mil domains only) or <http://clc.dau.mil/kc/content/kc/ilc/reqgen/index.htm> to use the online RGS tutorial.

Advanced Concept Technology Demonstrations (ACTDs) are designed to allow users to gain an understanding of proposed new capabilities for which there is no user experience base. The site introduces the ACTDs concept and gives details on how to sponsor, manage, receive funding for and start an ACTD. Go to <http://www.acq.osd.mil/actd/> for more details.

Technology and Logistics Training Instructors: Do you need help incorporating the latest in eBusiness in your courses? Go to edLINK, the Defense Electronic Business Program Office's new site and education and training listserv. Information is catalogued according to course level appropriateness or individual eBusiness program. edLINK can be found at <http://www.interactionnet.com/edLINK/index.htm>.

These and all web sites spotlighted in this column can be linked directly from our "Other AI Sites" page on the Acquisition Initiatives web site at <http://www.acq.osd.mil/ar>. It's the most comprehensive listing of AI-related sites anywhere on the web. . .

Bookmark it!

DAU Seeks Accreditation

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charged with ensuring that by January 1, 2000, every DoD institution will be accredited or actively pursuing accreditation and no educational program or course will be taught unless it is fully certified by recognized accreditation authorities for each respective field."

With this accreditation process, DAU seeks to identify, evaluate, and enhance the delivery of continuing education and training for the acquisition, technology and logistics workforce.

For information about COE or the accreditation process, see <http://www.council.org>. For more news about DAU, go to <http://www.dau.mil/>.

—AI—

Knowledge Management in the Acquisition Workforce

Stuck on an acquisition problem? Knowledge management (KM) can help. KM is the process of creating, generating, classifying, storing, distributing, communicating, tailoring and reusing knowledge. Some knowledge comes from social sources — for example, discussing a problem with a co-worker — and some comes from technical sources, such as reading a manual or guide.

The Under Secretary of Defense for Acquisition, Technology and Logistics (USD(AT&L)) realized that the Acquisition Deskbook (Deskbook) was a good repository for mandatory, formal information, such as policy guidance, but not so successful at capturing discretionary, informally collected forms of information, such as lessons learned. A Rapid Improvement Team (RIT) was formed to work at ways to improve the Deskbook. Its work expanded to establish a KM plan of action for the acquisition, technology and logistics com-

munity. A USD (AT&L) June 30, 2000 memo also gave further direction to fix the Deskbook and make a smaller DoD-wide AT&L workforce more capable through information sharing.

A new Acquisition Knowledge Management System (AKMS) is using a web-based, decentralized Communities of Practice (CoPs) concept to achieve these objectives. CoPs are facilitated communities where members freely share information on their career field, key initiatives, or lessons learned. Through discussion groups and other KM mechanisms, virtual colleagues may be thousands of miles away but the informal information sharing is just like sitting down to discuss ideas.

The Defense Acquisition University program directors will serve as CoP “champions” for various career fields, including recently launched program management. Join the program management CoP at <http://www.pmcop.dau.mil/pmcop/>.

Requirements are being developed for a web portal that will serve as a single point of entry to the CoPs, although any given CoP can be accessed directly. The AKMS team is holding focus groups and compiling a leadership survey to prioritize the functions and attributes the portal needs.

AKMS will include an improved Deskbook. The new Deskbook is envisioned as a knowledge library with mandatory data and access to the discretionary data of the CoPs. The AKMS team is taking a competitive approach to the Deskbook, with a Request for Information sent to a variety of experienced commercial companies.

As CoPs are being formed and progress is made on the Deskbook, *AI Today* will keep you informed. Stay tuned for more KM information in future issues! —AI—



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